Child, Youth and Family Services

Annual Report

2014-15

Newfoundland Labrador

Child, Youth and Family Services

Message from the Minister

As Minister for the Department of Child, Youth and Family Services, I am pleased to present the 2014-15 Annual Report. This report outlines the department's activities from April 1, 2014 to March 31, 2015, as well as reports progress on the department's 2014-15 annual objectives. In addition, the report identifies highlights and accomplishments for the past year; how the department utilized its shared commitments with other departments and stakeholders to further government's strategic directions; and, some challenges and opportunities ahead as the department continues to improve its programs and services to ensure the safety and protection of children and youth. This performance report was prepared under my direction, and I am accountable for the results reported herein.

With the creation of the Department of Child, Youth and Family Services in 2009, government has taken the first step towards a major transformation and revitalization of programs and services for children, youth and their families. As part of this revitalization, the Department of Child, Youth and Family Services was part of government's restructuring on September 30, 2014, which saw, among other innovative changes, responsibility for regulated child care services and family resource centres transition to the new Department of Education and Early Childhood Development. This change has allowed the Department of Child, Youth and Family Services to direct its resources to protecting and promoting the well-being of children, youth and families throughout the province, and to focus specifically on its child protection mandate.

Throughout 2014-15, the Department of Child, Youth and Family Services continued to enhance programs and services for children, youth and families. Specifically, in June 2014, the *Adoption Act, 2013* was proclaimed in the House of Assembly, and the department developed and implemented new policies and procedures for adoptions. Additionally, work is ongoing to continually improve service delivery in the areas of child protection and in-care, community youth corrections and youth services. This work includes the development of the new structured decision making model for child protection and the ongoing implementation of the Continuum of Care Strategy.

As Minister, I am pleased to continue working with my departmental colleagues to further improve and revitalize programs and services that safeguard the province's children, as well as create a culture of accountability, excellence and consistency across all of the department's programs in all regions throughout Newfoundland and Labrador.

Honourable Sandy Collins
Minister of Child, Youth and Family Services

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Departmental Overview

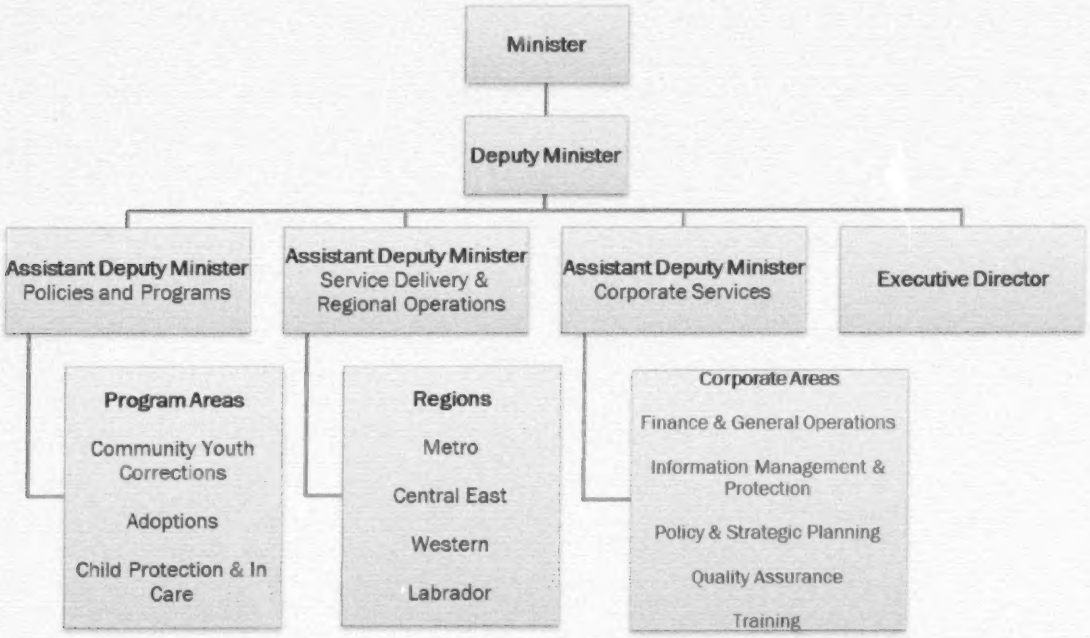
Announced in Budget 2009, the Department of Child, Youth and Family Services is a provincial department dedicated to the protection of children and youth from maltreatment by their parent(s), and to the promotion of healthy development and well-being of children and youth in Newfoundland and Labrador.

Previously, this mandate was overseen by two divisions within the Department of Health and Community Services and was delivered through the four Regional Health Authorities. The Provincial Government's decision to move these programs under the direct mandate of a single department reflects its overall commitment to the children and youth of this province and ensures targeted attention and consistent application of services in the following areas:

Child Protection and In-care	Provides protective intervention or out-of-home placement services to children and youth who are in need of protection from maltreatment by their parent(s).
Youth Services	Provides supportive, residential, financial, educational and rehabilitative services to youth 16 years of age and older who are (or are at risk of) being maltreated by their parent(s).
Community Youth Corrections	Supervises youth who are subject to supervision or open custody orders from the court or who are referred to an extrajudicial sanction program as an alternative to court.
Adoptions	Identifies permanent homes for children who are available for adoption and approves applications to adopt a child from this province, other Canadian provinces and territories as well as other countries. Provides post-adoption services for adopted persons and their birth parents.

ORGANIZATIONAL STRUCTURE

The department is directed by the Deputy Minister, an Executive Director and three Assistant Deputy Ministers.



The Provincial Office is located in St. John's and is comprised of three branches.

Policies and Programs
The Policies and Programs Branch is led by the Assistant Deputy Minister of Policies and Programs and has responsibility for program and policy development. This branch has three Directors who administer the following program areas: Adoptions, Child Protection and In-care, and Community Youth Corrections.

Service Delivery and Regional Operations
The Service Delivery and Regional Operations Branch is led by the Assistant Deputy Minister of Service Delivery and Regional Operations and has responsibility for front line service delivery of programs at the regional level. This branch ensures that a wide array of responsive services are available to meet the needs of children, youth and their families in four regions (Metro, Central East, Western and Labrador). Each region is coordinated by a Regional Director.

Corporate Services
The Corporate Services Branch is led by the Assistant Deputy Minister of Corporate Services and has responsibility for ensuring fiscal, human and information resources are available to provide client services within a quality framework. The five key corporate areas are: Finance and General Operations, Information Management and Protection, Policy and Strategic Planning, Quality Assurance, and Training. Each division is led by a Director.

Executive Director
This position provides executive support in matters relating to requests from the Office of the Child and Youth Advocate. It develops collaborative relationships with staff in the Office of the Child and Youth Advocate to create a strong interface between the Department of Child, Youth and Family Services and the Advocate's office.

STAFF AND BUDGET

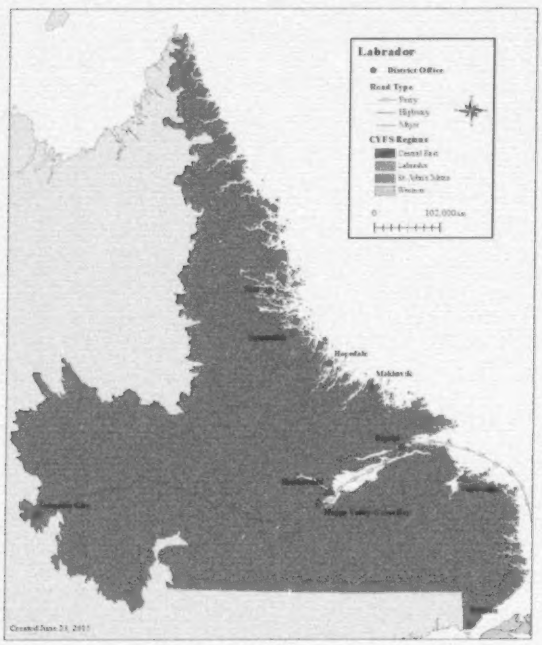
As of March 31, 2015, the department had 714 permanent positions in 55 locations across the province including the provincial office in St. John's as well as regional and service delivery offices throughout the four regions: Metro, Central East, Western and Labrador. The gender breakdown of departmental staff is 89 per cent female and 11 per cent male.

Following the transition of responsibility for regulated child care and family resource centres to the Department of Education and Early Childhood Development, the 2014-15 budget for the Department of Child, Youth and Family Services was $155.4 million. Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year ending March 31, 2015. Please see Appendix I.

GEOGRAPHIC OVERVIEW

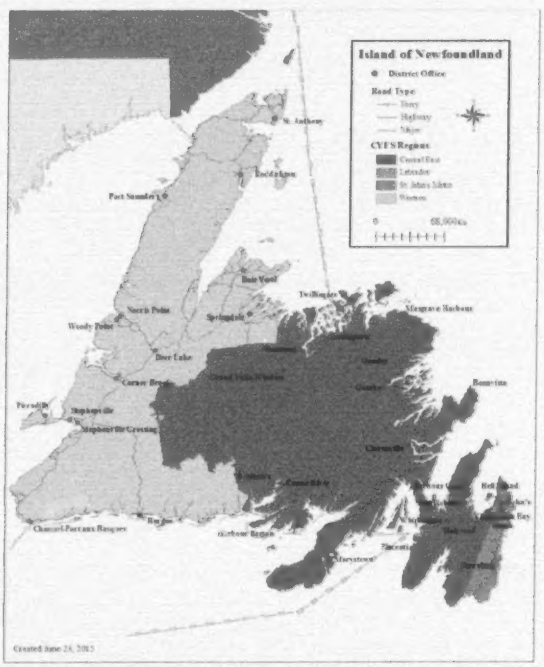
For efficient service delivery, the department has divided the province into four regions:

- Metro - 307 positions
- Central East - 182 positions
- Western - 122 positions
- Labrador - 103 positions



Metro offices are located in the following communities: *Bell Island, Ferryland,* and *St. John's.*

Central East offices are located in the following communities: *Bay Roberts, Bonavista, Botwood, Clarenville, Conception Bay South, Conne River, Gambo, Gander, Grand Falls-Windsor, Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, St. Alban's, Twillingate,* and *Whitbourne.*



Western offices are located in the following communities: *Baie Verte, Burgeo, Channel – Port aux Basques, Corner Brook, Deer Lake, Norris Point, Piccadilly, Port Saunders, Roddickton, Springdale, St. Anthony, Stephenville, Stephenville Crossing,* and *Woody Point.*

Labrador offices are located in the following communities: *Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet* and *Sheshatshiu.*

Mandate and Lines of Business

MANDATE

The Department of Child, Youth and Family Services is responsible for protecting children and youth from maltreatment by parents, and supporting their healthy development and well-being through the provision of programs and services.

LEGISLATION

Legislative authority for the department's programs and services is provided by:

- *Children and Youth Care and Protection Act;*
- *Adoption Act, 2013*;
- *Youth Criminal Justice Act*; and,
- *Young Persons Offences Act*.

As of March 31, 2015:

- Approximately 6,440 children and youth in Newfoundland and Labrador were receiving services under the Child Protection and In-care programs.
- Approximately 960 of these children and youth were in the care of a manager of the department.

LINES OF BUSINESS

The Department of Child, Youth and Family Services is responsible for four lines of business:

1. Child Protection and In-care
2. Youth Services
3. Community Youth Corrections
4. Adoptions

1. Child Protection and In-care

All programs and services within Child Protection and In-care are designed to help ensure the safety and well-being of children and youth. When there is concern of maltreatment by a parent, social workers assess the safety and risk to the child(ren). All decisions to intervene with the family are based on the overriding principle of the *Children and Youth Care and Protection Act* which is the **best interest of the child**. Where a child or youth is determined to be in need of protection, the social worker, together with the family, develops a plan to reduce the identified risk. This could involve providing supervision in the home and ensuring the parent avails of supports and intervention services that they require to adequately care for the child or youth. These services may be provided by departmental staff, other departments or agencies of government, or through service providers within the community.

When the health and safety of a child or youth cannot be maintained or assured in the family home, the department provides the following options:

- entering into a Protective Care Agreement with parents in situations where they are unable to care for their child or youth and need time to seek help or resolve issues in the family home that could place the child's or youth's safety, health or well-being at risk. In these situations, parents enter into a written agreement that allows them to transfer care and supervision of a child or youth to a manager of the Department of Child, Youth and Family Services. A Protective Care Agreement does not transfer custody of the child or youth to a manager.
- providing Kinship Services to relatives or significant others who are willing and capable of providing care to a child or youth who is in need of protective intervention and requires an out-of-home placement. The provision of kinship services does not transfer custody of the child or youth to a manager.
- transferring the care and custody of a child or youth to a manager of the Department of Child, Youth and Family Services through an order from the court. Only the court can make a legal determination that a child or youth is in need of protective intervention and place the child or youth in the care and custody of a manager on a temporary or permanent basis. If custody is transferred to a manager of the Department of Child, Youth and Family Services on a permanent basis this is known as continuous custody and this option is only pursued where it is in the best interest of the child or youth and all other options have been exhausted.

"Our government recognizes the fundamental right every child has to a safe and secure environment, and that is why we created a department devoted solely to addressing the needs of children, youth and their families. Tremendous work is being done in Newfoundland and Labrador toward ensuring the well-being and protection of our young people. We continue to focus on the transformation of service delivery, and remain committed to making the necessary reforms, including the implementation of new legislation, policies, guidelines and an organizational model."

-The Honourable Sandy Collins, Minister of Child, Youth and Family Services, December 31, 2014

2. Youth Services

The department assists young people age 16 to 17 years, during their transition to early adulthood. Youth may be supported up to the age of 19 if they are completing a high school program. Youth who were in-care at 16 years of age and are enrolled in an educational and/or a rehabilitation program may also receive continued support until the age of 21. All services under this program are provided through a voluntary Youth Services Agreement signed directly with the youth.

Services include:

- Providing supportive services to young people living in their family home to address issues which could affect the safety, health and well-being of the youth in an effort to keep families together.
- Providing residential, financial, supportive and rehabilitative services to enable youth to reside outside of the family home when they are at risk of maltreatment in their family home.

As of March 31, 2015:

- Approximately 185 youth were receiving services through Voluntary Youth Services Agreements.

3. Community Youth Corrections

The department provides rehabilitative services to youth who come into conflict with the law between their 12th and 18th birthdays.

Services include:

- Supervising young offenders in the community while serving sentences such as probation, community service orders, and the community release portion of custody sentences.
- Supervising young offenders who are given open custody sentences by the court and are placed in approved open custody placements.
- Supporting community Youth Justice Committees throughout the province to operate restorative justice and extra-judicial sanction programs as alternatives to court proceedings.

4. Adoptions

The department provides adoption services to children available for adoption by finding them permanent homes. The department also provides services to birth parents placing a child for adoption and individuals and couples who wish to apply to adopt a child. Adoption is the legal process whereby a person or persons become a child's legal parent or parents. Children become available for adoption through a consent signed by a birth parent or because they are in the continuous custody of a manager of Child, Youth and Family Services who has approved a plan for adoption. Children available for adoption are matched with approved adoptive applicants.

The Adoptions division also approves applicants who apply to adopt a child from another country and applicants who have been identified by another Canadian province to adopt a specific child in that province. Step-parent and relative (parent, grandparent, sibling, aunt, uncle, first cousin of a birth parent or a child by birth or adoption) adoptions are able to be completed without the assistance of the Department of Child, Youth and Family Services, unless it is requested by the court.

Post adoptions services are provided to adopted adults and their birth families who may be interested in search and reunion services or obtaining additional information, where available, relevant to the adoption.

"Our government recognizes the importance of ensuring that children and youth in Newfoundland and Labrador have an opportunity to grow, thrive and succeed in a safe nurturing environment."

- The Honourable Sandy Collins, Minister of Child, Youth and Family Services
March 19, 2015

The People We Serve

The Department of Child, Youth and Family Services has three primary client groups: children, youth and families. The programs and services delivered are aimed at:

Children

- who are maltreated or at risk of maltreatment by their parent(s).
- who may need kinship, foster or residential care services in the absence of a protective parent.
- who require adoptive homes for permanency and stability.
- who are in continuous custody of a manager under the *Children and Youth Care and Protection Act.*
- who require services to mitigate risk in the family home.

Youth

- who are maltreated or at risk of maltreatment by their parent(s).
- who require supportive services to remain in the family home.
- who are in continuous custody of a manager under the *Children and Youth Care and Protection Act.*
- who are involved in community youth corrections.
- who require supportive services including residential support in the absence of a protective parent.

Families

- who require services and support to ensure the safety and well-being of their children and youth.
- who wish to adopt children, locally, nationally or internationally.
- who are birth parents seeking information or reunion with their adopted child (who is now over the age of 19) .
- who provide care to children and youth requiring an out-of-home placement in the absence of a protective parent.
- who are birth parent(s) planning to place a child for adoption.
- where a person was adopted as a child and is now seeking information about their birth families.

Our Values, Vision and Mission

- **Child and Youth Centered**

  Each individual makes the safety and well-being of children and youth their highest priority.

- **Collaborative**

  Each individual works with families, service providers and community partners in reducing risk to children and youth, supporting their well-being and ensuring performance.

- **Responsive**

  Each individual works to match services to the identified safety and risk needs of children and youth.

- **Commitment**

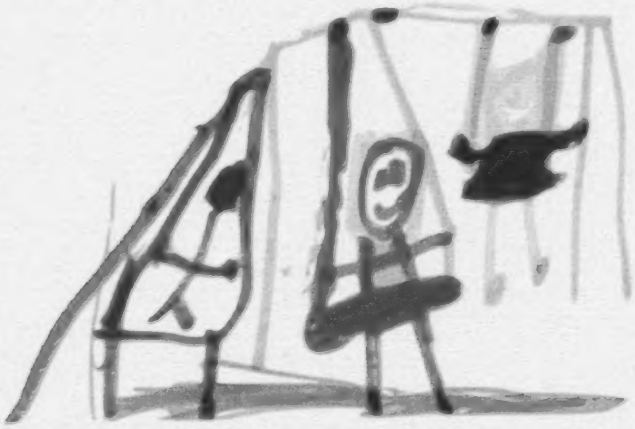
  Each individual fulfills his or her roles and commitments in the delivery of quality client services.

- **Knowledgeable**

  Each individual makes decisions based on expertise and best practice while recognizing the importance of a healthy family experience and permanent relationships for children and youth.

- **Respectful**

  Each individual acts in a manner that demonstrates value for diversity and culture.



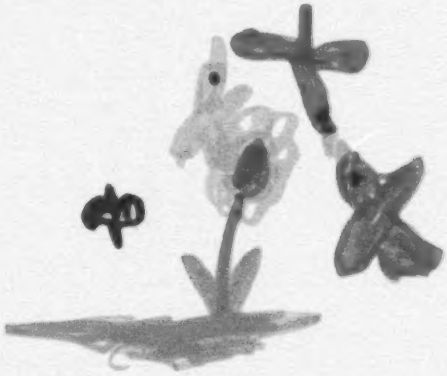
Vision

Safety and well-being for all children and youth within supportive families and communities.

Mission

By March 31, 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.

For the full mission statement, including measures and indicators, please see the department's 2014-17 Strategic Plan at: http://www.gov.nl.ca/cyfs/publications/strategic_plan_2014-17.pdf



Highlights and Accomplishments

The department's 2014-17 Strategic Plan, *Looking Forward to 2017*, provides an overview of the anticipated accomplishments over the three years, and the guiding strategic direction of government applicable to the department (see Appendix II):

> Strengthened Child, Youth and Family Services
>
> Improved programs and services for the Department of Child, Youth and Family Services that ensure the safety, health and well-being of children and youth.

The information in the Highlights and Accomplishments and Shared Commitments sections reflects the achievements made towards the strategic direction including the focus areas identified to be addressed through operational and work planning during the 2014-17 planning cycle.

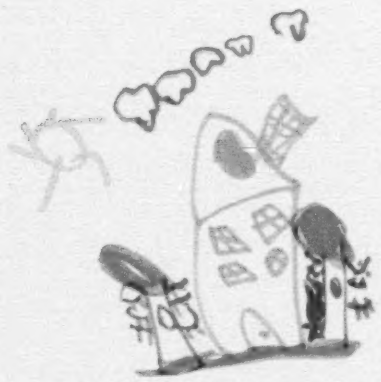
Adoption

In June 2014, the *Adoption Act, 2013,* legislation which focuses on the safety and well-being of children involved in the adoption process, was proclaimed in the House of Assembly. The proclamation of the Act contributes to the strategic direction focus area of permanency planning for children in-care and children available for adoption. The Act helps to ensure the best interests of the child and aims to streamline government processes for adoptions. Highlights include:

- Expands the definition of relative to include parent, grandparent, sibling, aunt, uncle or first cousin of a parent or a child.
- Allows a person who has permanent custody of a child and has had custody of that child under a permanent or temporary court order for at least two years to adopt in the same manner as a relative or step-parent.
- Removes the six month residency requirement for prospective adoptive parents. However, the prospective adoptive parent will still be required to be a resident of the province and the child must have lived with them for at least six months before the adoption order is granted.
- Provides for adult adoption, which refers to the ability to adopt a person 19 years of age or older.
- Enhances post adoption services by improving search and reunion services.

Foster a Future

Foster families play a critical role in the child protection system in Newfoundland and Labrador. The support provided by foster families to children and youth throughout Newfoundland and Labrador is vital in helping the department ensure the safety and protection of children and youth.



The Foster a Future campaign is a promotional campaign aiming to recruit additional foster families to address the critical shortage of foster homes: homes where children and youth in the care of a Manager of Child, Youth and Family Services can live temporarily in a safe, nurturing family-based environment.

The campaign consists of a website (www.fosterafuture.ca) as well as various other advertising mediums. In May 2014, the campaign was recognized by the International Association of Business Communicators Newfoundland and Labrador with a 2014 Pinnacle Award of Merit. This campaign contributes to the strategic direction focus area of permanency planning for children in-care and children available for adoption.

"On an ongoing basis, we continue to reinforce and enhance the child protection system in our province, investing more than $140 million in the past year alone. An important element of this work is the vital role that foster families play in providing a positive and supportive environment for children and youth in-care. Fostering provides temporary and sometimes longer-term care for children and youth who are unable to live with their own families. Foster parents are key members of a team dedicated to helping children and youth through difficult situations by offering supportive and caring environments".

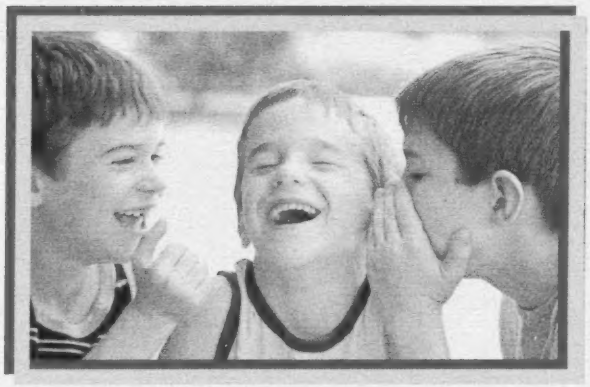
The Honourable Sandy Collins, Minister of Child, Youth and Family Services
March 19, 2015

Integrated Service Management

The information management system currently utilized by the department to manage programs and client information is the client referral management system. This system has been in use for many years and has become outdated. Efforts have been ongoing to replace the system with the new integrated service management system to address deficiencies in the current system, improve staff efficiency, and improve the quality of service delivery.

Considerable progress was made on the integrated service management project in 2014-15. Negotiations were ongoing with the vendor throughout the fiscal year and the final contract was signed on November 12, 2014.

This project will continue into 2015-16 and contributes to the strategic direction focus area of infrastructure and information technology.



Shared Commitments

The Department of Child, Youth and Family Services works closely with the Government of Newfoundland and Labrador's departments and agencies, as well as the Statutory Offices of the House of Assembly, other provincial/territorial governments, the Federal Government, Aboriginal organizations, and community stakeholders to serve the children, youth and families in Newfoundland and Labrador. Throughout 2014-15 these partnerships were instrumental in helping the department contribute to the strategic direction of strengthened child, youth and family services, specifically the focus area of collaborative relationships with Aboriginal partners and stakeholders.

The department works in partnership with other government and community stakeholders to develop, provide and promote services for children, youth and families.

GOVERNMENT PARTNERS

Provincial/Territorial Governments

At the 55th Annual Premiers' Conference held on August 29, 2014 in Charlottetown, Prince Edward Island, Canada's Premiers committed to improving outcomes for Aboriginal children in-care. They discussed the disproportionate and large number of Aboriginal children in care across the country and the many complex social and economic factors that underlie this situation. In addition to individual work with Aboriginal communities toward local solutions, there is a recognized need for governments and Aboriginal communities to work together to address this Canada-wide issue.

"Our Province has been participating in a Provincial/ Territorial Aboriginal Children In-care Working Group to work on ways to address the disproportionate number of Aboriginal children in-care across the country. The government has reached out to local Aboriginal governments and organizations for input on this initiative. A report will be presented to the Premiers this summer when the Council of the Federation meets in Newfoundland and Labrador."

Speech from the Throne, April 2015

Provincial and territorial Ministers began working together to share information on potential solutions to reduce the number of Aboriginal children in child welfare systems across Canada and to improve outcomes for Aboriginal children in-care.

The Department of Child, Youth and Family Services and the Labrador and Aboriginal Affairs Office are members of the Provincial/ Territorial Working Group. This work will continue into 2015-16.

Federal Government

The Government of Canada is an important partner for the department in two areas of federal responsibility: youth criminal justice and the care of Aboriginal children. As the province's Youth Corrections Program is mandated by the federal *Youth Criminal Justice Act*, the Federal Government provides multi-year financial support to provincial programming through a cost-shared agreement. In 2014-15, $1.76 million was provided to the department under this agreement. Further, arising from the Government of Canada's constitutional responsibility for Aboriginal peoples, the Federal Government provides funding to support the costs of children in-care from the Mushuau and Sheshatshiu Innu First Nation communities of Natuashish and Sheshatshiu, respectively, through an annually renewed intergovernmental agreement. In 2014-15, the federal contribution under this agreement was $10.37 million. The Federal Government also has a funding agreement with the Miawpukek First Nation in Conner River to support child, youth and family services in the community. The department, through an agreement with the Miawpukek First Nation, provides child protection services in Conne River. The Miawpukek First Nation pays for the salary of a social worker from the department.

While individual provinces and territories are responsible for adoption services, the Federal Government's Department of Citizenship and Immigration Canada plays an important role in helping children involved in intercountry adoption join a Canadian family. In working with the Department, Citizenship and Immigration Canada helps to ensure that a child's rights are protected in the adoption process.

Provincial Government Departments and Agencies

The department's primary partners within the Provincial Government are the Department of Health and Community Services and the Regional Health Authorities, the Department of Justice and Public Safety, the Department of Education and Early Childhood Development, and the Department of Advanced Education and Skills.

Horizontal initiatives allows for an integrated approach to complex policy issues within the Provincial Government. In 2014-15, Child, Youth and Family Services participated in the following interdepartmental committees and working groups:

- Poverty Reduction Strategy
  - *Department of Seniors, Wellness and Social Development*
- Violence Prevention Initiative
  - *Women's Policy Office*
- Population Growth Strategy
  - *Department of Advanced Education and Skills*
- Provincial Strategy for the Inclusion of Persons with Disabilities
  - *Department of Seniors, Wellness and Social Development*
- Interdepartmental Advisory Committee for the Supportive Living Program
  - *Newfoundland and Labrador Housing Corporation*

In 2014-15, government committed to consider the request of the ***Office of the Child and Youth Advocate*** for mandatory reporting by all Provincial Government departments and agencies of critical incidents and deaths involving children and youth. An Interdepartmental Steering Committee and Working Committee from the departments of: ***Child, Youth and Family Services; Health and Community Services***; ***Justice and Public Safety***; and ***Education and Early Childhood Development,*** commenced work with the Advocate on this request.

The department continues to partner with ***Memorial University*** and other Canadian universities in employing Bachelor and Master of Social Work students in work term placements. During 2014-15, the department provided placements to approximately 65 social work students. This work contributes to the practical experience for students and is part of the department's commitment to long-term recruitment of qualified staff.

The department also partners with ***Memorial University's School of Social Work*** to deliver enhanced supervisor training to support clinical program supervisors in their work.

ABORIGINAL PARTNERS

Early in the creation of the Department of Child, Youth and Family Services it was determined that effective and efficient service delivery would not be possible without the input and support of local Aboriginal Partners including the ***Mushuau Innu First Nation***, the ***Sheshatshiu Innu First Nation***, the ***Nunatsiavut Government*** and the ***Miawpukek First Nation***. Newfoundland and Labrador's Aboriginal partners provide important input to help the province design culturally appropriate policies and programs as well as to address the unique needs of children, youth and families in their communities.

During 2014-15, the department held meetings with the ***Mushuau Innu First Nation***, the ***Sheshatshiu Innu First Nation*** and the ***Nunatsiavut Government*** to discuss planning for children and youth as well as service delivery and coordination.

"By continuing to work with the Mushuau Innu First Nation and other partners such as the Department of Health and Community Services, and the Labrador-Grenfell Health Authority, we will be able to further strengthen clinical social work practice as well as enhance the quality of service delivery for children, youth and families in Natuashish".

Premier Paul Davis, former Minister of Child, Youth and Family Services
March 31, 2014

In conjunction with the ***Nunatsiavut Government's Department of Health and Social Development***, training on intergenerational trauma, the impact of oppression across generations, was offered to foster parents, staff and other professionals in the Roddickton area who work with children from the Inuit communities governed by the Nunatsiavut Government.

COMMUNITY PARTNERS

The effective and efficient delivery of child, youth and family services and programs in Newfoundland and Labrador requires participation and cooperation from numerous organizations across the province.

The ***Newfoundland and Labrador Foster Families Association*** represents over 560 foster families in Newfoundland and Labrador and provides important input into the department's policies, programs and services. In 2014-15, the department invested an additional $50,000 to increase the total annual funding allocation to the Newfoundland and Labrador Foster Families Association to over $369,000. The Association held their annual symposium themed *Touchstones of Fostering*, from May 30-June 1, 2014. This symposium brought together foster families, social workers, and community partners from across the province. Additionally, the provincial government recognized National Foster Families Week, which was October 19-25, 2014. On October 25, 2014, the department, together with the Foster Families Association and Allan Hawco of the television series Republic of Doyle, hosted an event at The Rooms in St. John's to further promote awareness of the critical need for foster parents in Newfoundland and Labrador.

Choices for Youth is a community-based, not-for-profit organization which provides youth with a range of supportive housing options and access to a variety of services that promote healthy personal development, and a sense of belonging within an environment of respect, tolerance, peace and equality. Currently, Choices for Youth is delivering the Supporting Youth with Transitions pilot program in the Metro Region through a contract with the department. Outside the Metro region, life skills coordinators work directly with youth as they transition to adulthood to identify and address their life skills needs. Supports focus on areas such as daily living, self care, housing and money management, and work and study life.

The ***Newfoundland and Labrador Coalition of Youth Justice Committees*** represents 29 volunteer Youth Justice Committees throughout the province. These committees are responsible for the delivery of extrajudicial sanctions programs (an alternative to court processes) in partnership with the department.

The department works closely with the ***John Howard Society*** which operates two open custody group homes in the province. These facilities, located in St. John's and Corner Brook, have a capacity for up to 11 individuals to receive court ordered open custody and supervision.

As part of the Continuum of Care Strategy the department contracts services from ***Blue Sky***, ***Key Assets***, ***Shalom*** and ***Waypoints*** for staffed residential placements. These residential placements ensure that children and youth, who cannot be supported in a family-based environment, are provided with a safe, caring and supportive community-based staffed living arrangement. These organizations also provide short-term emergency care for children and youth who come into care when an immediate foster home placement is not available. The types of staffed residential placement resources include:

- **Emergency Placement Homes** offer 24-hour emergency care to children and youth for a period of time to allow for the child or youth's placement needs to be assessed, and to support the transition to a longer term placement.
- **Group Homes** provide group care for children and youth who have complex social, emotional, behavioural and developmental needs and, as a result, require a level of residential service that cannot be provided in a family-based setting.
- **Individualized Living Arrangements** specific to children and youth who present with social, emotional, behavioral, developmental and medical needs and therefore, cannot be matched with a foster or group home.

The department works with two adoption agencies in this province: ***Aspen and Oaks*** and ***Lynn Burke Evely***. Both of these agencies work closely with the department when they are involved in an adoption process. Where an agency completes an adoption assessment, the department maintains responsibility for approving all applicants interested in adoption and the placement of a child for adoption.

Day Break Parent Child Centre is a community-based not-for-profit organization which provides the Daybreak Family Home Visitation program. This program is a supportive service offered primarily to parents with children in-care and some families in the protective intervention program to assist in enhancing parenting skills. Daybreak receives a yearly grant to deliver the program, which provides a strengths-based approach to promote healthy parenting. The services are designed to assist the reunification of children with the family.

Report on Performance

In consideration of the Provincial Government's strategic direction applicable to the department, as well as the mandate and financial resources of the department, the following key issues were identified in the Department of Child, Youth and Family Services' 2014-17 Strategic Plan, *Looking Forward to 2017*.

- **Safety and Protection of Children and Youth**
- **Improved Family Services**

To achieve success on these important issues, the Department of Child, Youth and Family Services identified a three-year goal for each issue, reflecting the planned result in the three-year timeframe, and identified annual objectives to provide focus each year. Measures and indicators were provided for the three-year goals and the 2014-15 objectives to assist in monitoring and evaluating success.

Strategic Issue 1 | Safety and Protection of Children and Youth

Throughout 2014-15, the Department of Child, Youth and Family Services worked diligently to enhance programs and services to promote the safety and protection of children and youth. Through aligning programs and services with best practices and current research in the field, the department works to ensure programs and services are evolving and are responsive to client needs.

In 2014-15, the department advanced initiatives to improve programs and services within the Protection and In-care and Community Youth Corrections program areas. This was accomplished through initiating development of the Residential Services Policy and Procedures Manual, the Community Youth Corrections Policy and Procedures Manual and the Out of Province Placements Policy; the implementation of training for specialized foster parents; commencing development of a new Structured Decision Making Model for Child Protection; and, initiating a review of select programs and services. This work supports the government's strategic direction of strengthened child, youth and family services, specifically the focus areas of enhanced policies and procedures for program areas and further implementation and review of the Continuum of Care Strategy.

Goal 1: By March 31, 2017, the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth.

Measure: Enhanced programs and services.

Indicators:

- Developed and implemented new policies and procedures for select program areas.
- Reviewed, revised and developed new programs and services for select program areas.
- Trained staff/key stakeholders on new policies and procedures.
- Commenced a legislative review of the *Children and Youth Care and Protection Act* (2011), including research and consultation with key stakeholders.
- Reviewed existing and developed new initiatives to address the unique challenges associated with service delivery in the Labrador Region.

2014-15 Objective: **By March 31, 2015, the Department of Child, Youth and Family Services will have advanced initiatives to improve programs and services within the Protection and In-care, and Community Youth Corrections program areas.**

Measure: **Advanced initiatives.**

Indicators	Progress and Accomplishments
Initiated development of new policies and procedures.	In 2014-15, the department initiated development of new policies and procedures in the following areas: Residential Services Policy and Procedures Manual: The Department of Child, Youth and Family Services is responsible for the provision of open custody (a custodial sentence available under the *Youth Criminal Justice Act*). The current policy manual has been reviewed and updated to ensure consistency with residential policies of other CYFS programs. Several sections were added including new policies on annual review and investigation of allegations of resident maltreatment. As of March 31, 2015, consultations are ongoing with regional staff to provide input for further updates. Community Youth Corrections Policy and Procedures Manual: The Community Youth Corrections Policy and Procedures Manual provides direction to social workers supervising young persons on community-based sentences such as probation. This manual was reviewed and some changes were made to financial arrangements for community-based "order to reside" placements. Implementation of the updated Policy and Procedures Manual will occur in 2015-16.

	Out of Province Placements Policy: Occasionally, a child or youth in the custody of the department must be placed in an Out of Province Placement (OPP) to avail of placement or treatment options not available in Newfoundland and Labrador. Following consultation with the Service Delivery and Regional Operations Branch, policies and procedures to guide the use of out of province placements for children and youth in-care were drafted in 2014-15. These policies will provide specific direction on the approval for out of province placements as well as outline requirements for monitoring the child or youth and planning for his or her care. Throughout 2014-15 consultations also occurred with other provinces and territories in relation to protocols which support the coordination of services for children and youth moving between provinces and territories. Continuum of Care: Throughout 2014-15, work continued to fully implement the Continuum of Care strategy. Policies and procedures for Level 3 (Specialized Foster Care) were implemented in August 2014. The Child Protection and In-care Policy and Procedures Manual was updated and posted on the department's intranet site and public website. Four in-service training sessions were provided by the Child Protection and In-care Division to all regional management and front line staff in September 2014. The in-service presentation, as well as Modules 1 and 2 of the specialized foster parent training have been developed and shared with all staff to assist in the Level 3 approval process. Policies and procedures for Level 4 (Staffed Residential Placement Resources) were also drafted in 2014-15.

Implemented training for Specialized Foster Parents.	A contract was signed with Jane Helleur & Associates in fall 2013 to develop training for Level 3 Specialized Foster Care. Two sessions of Module 1 of the specialized foster parent training were delivered in Quarter 1 (May and June 2014) by staff in the Child Protection and In-care Division. The training was provided to 15 participants (10 families) from Western, Central East and Metro Regions. Module 1 consists of topics covering: Roles and Responsibilities, Expectations and Competencies, Managing Complex and Challenging Behaviors, Managing Children's Developmental Needs, and Attachment, Grief and Loss. Ongoing training will be provided by the Child Protection and In-care Division when required. Crisis Prevention Intervention Training and Suicide Intervention Training were delivered from November 28 to 30, 2014 with 13 foster parents attending both training events.
Implemented new Community Youth Corrections training for staff.	The Training Unit and the Community Youth Corrections Division collaborated to develop a Youth Corrections Training Core Module, including the development of a Facilitator's Guide and various resource documents. The Youth Corrections Training Core Module is based on Community Youth Corrections policies and procedures and covers all aspects of the support and supervision of young persons involved with the corrections program. This includes extrajudicial sanctions, community-based sentences and open/secure custody. In May 2014, two three-day workshops were conducted primarily for clinical program supervisors from the Western and Metro regions (approximately 20 participants). An additional training session of the Youth Corrections Training Core Module was delivered to 11 social workers in Stephenville from January 6 to 8, 2015.

Commenced development of a new Structured Decision Making Model for Protection/In-care.	In March 2014, the department signed a contract with the Children's Research Centre to customize the Structured Decision Making System© for implementation in Newfoundland and Labrador's Child Protection System. In 2014-15, the Department worked with the Children's Research Centre on customization. Seven Structured Decision Making tools were customized: 1) Screening and Response; 2) Safety Assessment; 3) Substitute Care Provider Safety Assessment; 4) Risk Assessment; 5) Family Strengths and Needs Assessment; 6) Risk Reassessment; and, 7) Reunification Assessment. A reliability study was conducted on the seven tools, and following consultations with staff, these tools were finalized, and the Structured Decision Making training curriculum was developed.
Initiated reviews of select programs and services.	In 2014-15, the department initiated a review of the following programs and services: Extrajudicial Sanctions: Extrajudicial sanctions (also know as alternative measure) are formalized programs providing a direct alternative to formal judicial proceedings for young people (between their 12th and 18th birthdays) who are alleged to have committed an eligible offence. These programs are community-based and operated by volunteer Youth Justice Committees in partnership with the Department of Child, Youth and Family Services, crown attorneys and police. The review of this program in 2014-15 included a jurisdictional review of all Canadian provinces that deliver extrajudicial sanctions programs, a survey of all youth justice committees, and a review of all provincial extrajudicial sanctions policies. The jurisdictional review identified that the majority of provinces and territories utilized some sort of volunteer-based service delivery model for the extrajudicial sanctions program. In addition, the survey of current youth justice committees indicated generally positive feedback in terms of the various program supports being offered by the department.

	The primary area for follow-up was on ensuring access to mediation training for new volunteers. Volunteer recognition was an area frequently identified for improvement. In response, all volunteers now receive a Certificate of Appreciation from the Minister of Child, Youth and Family Services in recognition of their important work. With the jurisdictional review complete and feedback from volunteers delivering the program, extrajudicial sanctions policies were also reviewed to address gaps. As of the end of 2014-15, all extrajudicial sanctions policies have been reviewed, and required updates have been completed. <u>Supporting Youth with Transitions Pilot Program:</u> The Supporting Youth with Transitions Pilot Program is an enhanced service which assists youth transitioning to early adulthood. This program assists youth to develop life skills to live independently, participate in the labour force, and/or achieve additional education. In April 2014, the Policy and Strategic Planning and Protection and In-care divisions worked together to develop an evaluation plan for the Supporting Youth with Transitions Pilot Program. A process evaluation was conducted in June 2014 to examine how the program was designed, the types of goals and supports youth are availing of, and staff feedback on the program. Findings from the process evaluation include: • The highest number of youth goals were focused on housing and money management, work and study life, and self care. • The number of contacts life skills coordinators had with youth increased from an average of five per month in October 2013 to an average of nine per month in March 2014. • Staff indicated the largest determinant of the program's success was the degree to which the youth was actively engaged in the program.

Implemented a one-year mentoring initiative for social workers in Labrador.	A one-year mentoring initiative was implemented for the Sheshatshiu office in the Innu Zone in 2014-15 to ensure that social workers in the region are supported to the fullest extent possible. Zone Managers and Clinical Program Supervisors report that mentoring support in the office and via distance has provided ongoing clinical support and direction to the workers in the region. While the initiative had some early success, the department has had ongoing challenges with recruitment and retention. In 2015-16, the department will continue to monitor and identify opportunities for improvement in an effort to stabilize and enhance service delivery in the Labrador region.

By March 31, 2016, the Department of Child, Youth and Family Services will have continued to review and revise policies, programs and services in the areas of Protection and In-care, and Community Youth Corrections to ensure they are responsive to client needs.

Measure: Continued to review and revise policies, programs and services in the areas of Protection and In-care and Community Youth Corrections.

Indicators:

- Developed further enhancements to the Continuum of Care Strategy.
- Continued review and revision of policies and procedures for Community Youth Corrections.
- Updated policies, procedures and forms for the Protection and In-care and Community Youth Corrections programs to reflect the Integrated Service Management Project.
- Continued development of the Structured Decision Making Model for the Child Protection Program and initiated development of a training and implementation plan.

Strategic Issue 2 | Improved Family Services

The Department of Child, Youth and Family Services recognizes that the safety and protection of children and youth is of paramount importance and cannot be fully accomplished without strong and supportive families. Improving services to families is a key priority for the 2014-17 planning cycle.

In 2014-15, the department advanced initiatives to improve programs and services for families. This was accomplished through developing and implementing a new Adoptions Policies and Procedures Manual, initiating a review of the adoptions subsidy, counselling, and respite programs, commencing development of new policies and procedures for the Family Visitation Program, and implementing a child-specific recruitment approach for children and youth eligible for adoption. This work supports the government's strategic direction of strengthened child, youth and family services, specifically the focus areas of enhanced policies and procedures for program areas and focus on permanency planning for children in-care and children available for adoption.

Goal 2: By March 31, 2017, the Department of Child, Youth and Family Services will have improved services to families.

Measure: Improved services to families.

Indicators:

- Developed and implemented new policies and procedures for Adoptions.
- Developed and implemented new policies and procedures for the Family Visitation Program.
- Reviewed and revised select family service programs.
- Trained staff/key stakeholders on new policies and procedures.

2014-15 Objective: **By March 31, 2015, the Department of Child, Youth and Family Services will have advanced initiatives to improve programs and services for families.**

Measure: **Advanced initiatives.**

Indicators	Progress and Accomplishments
Initiated a review of select programs and services for families.	In 2014-15, the department initiated a review of the following programs and services for families: Adoption Subsidy Review: The Adoption Subsidy Program is intended to provide support to children in the continuous custody of a manager who are identified for adoption and have been determined to have a special service or special placement need. To inform the development of a new Adoption Policy and Procedures Manual, a two phase review of the adoption subsidy was initiated. The two phase subsidy review was initiated in October 2013. Phase I included a review of the subsidy program to identify gaps and issues in policy and to improve consistency and reduce subjectivity in practice related to the adoption subsidies. Phase II initiated in 2014-15 further explored policy issues that were identified in Phase I of the review. This included the review of child and applicant criteria as well as the services provided. Overall, each phase included research on best practices, jurisdictional reviews and consultations with departmental staff experienced in the program. The jurisdictional review involved eleven provinces and territories (including Newfoundland and Labrador), and revealed that all have adoption subsidy programs for children who are in the permanent care of their government and are being adopted. These programs include the ability to provide money to assist with the daily care of a child, as well as specific services to support a child's needs where eligibility requirements are met.

	Counselling Services Review: Counselling services are provided to families to address the underlying causes of risks to children where it has been determined the child is in need of ongoing protective intervention. A review of counselling services was initiated in 2014-15. This review consisted of a literature review, a jurisdictional scan and consultation with regional staff. Early in the review it was determined that because counselling was just one of the services available to families in the Protective Intervention Program, a broader review of services available to families would be required to determine the most efficient and effective means for the department to mitigate risk of future harm to children. In August 2014, a policy working group was established to draft policies to guide the provision of counselling services to families. Respite Services Review: The primary purpose of respite services is to provide temporary relief and reduce stress levels for parents. The review of respite services began in June 2014. The review consisted of a literature review on best practices in the provision of respite services to families where children are in need of protective intervention and are living at home with their families. Additionally, a financial analysis of the costs of providing respite services, from April 1, 2013 to March 31, 2014, was conducted.

Developed new policies and procedures for Adoptions.	The new *Adoption Act, 2013* received Royal Assent in December 2013, and was proclaimed on June 30, 2014. The Adoption Policy and Procedures Manual was developed and made available to staff for implementation on June 30, 2014, to coincide with the proclamation of the new act. Each subsection contains a number of policies, which will guide staff in the following areas: services to birth parents; approving applicants; direct placement adoptions; profiling children for adoption; placement of children for adoption; foster parent adoption; finalizing an adoption; intercountry adoption; interprovincial adoption; adoption subsidy; licensing of adoption agencies; openness agreements; post adoption services; step-parent, relative and persons with permanent custody adoption; and disclosure. There were also a total of 67 forms, guides and checklists that were revised to accompany the manual. The online Self Help Kit was revised and now includes the new legislative ability for persons with permanent custody of a child to adopt in the same manner as a relative or step-parent. All Self Help Kit forms were revised as necessary. The revised Self Help Kit was made available through the department's website on June 30, 2014. Training on the *Adoption Act, 2013* was provided in June, 2014 to Regional Directors, Zone Managers, Clinical Program Supervisors, Social Workers, Consultants at provincial office and to adoption agencies. Training on the legislation was offered as a half day session over a period of six days. Draft sections of the Post Adoptions Procedural Manual have been completed. These include: program information; post adoption social worker position; file express; microfilming and vaulting; post adoptions files; non-identifying summaries; and, search services.

Commenced development of new policies and procedures for the Family Visitation Program.	A policy working group was established, led by provincial office staff with representation from the regions. The working group established a terms of reference and draft policies were identified for development. A draft policy framework was developed by the working group and provided to program consultants in the Protection and In-care Division for their review and input.
Implemented a child specific recruitment approach for children and youth profiled for adoption.	The Dave Thomas Foundation for Adoption is a not-for-profit organization dedicated to finding adoptive homes for difficult to place children waiting in North America's foster care system. A proposal for grant funding was submitted to the Dave Thomas Foundation in May 2014 to hire a child-specific recruiter and to attend recruitment/profiling training for difficult to place children. The department was notified in June 2014 that the proposal was successful. The department signed a contract with the Dave Thomas Foundation in June 2014 for $85,000 in funding for a position dedicated to child-specific recruitment. The above noted position of child-specific recruiter was filled through an Expression of Interest posted in July 2014. The child-specific recruiter and the supervisor responsible for the position completed online training offered by the Foundation and attended training in September 2014 in Columbus, Ohio. Training on the role of the child-specific recruiter commenced for social workers in the Metro region and some areas of the Central East region. The child specific recruiter is responsible for developing and implementing a child specific recruitment approach to finding adoptive homes for children and youth on her caseload. She began accepting caseload referrals in the third quarter of 2014-15.

By March 31, 2016, the Department of Child, Youth and Family Services will have continued to develop and implement system changes to improve programs and services for families.

Measure: Continued to develop and implement system changes to improve programs and services for families.

Indicators:

- Reviewed the supports and services provided to children and families receiving Protective Intervention services toward developing and implementing changes to the child protection system.
- Reviewed specialized services provided to clients of the department by community partners to determine if improvements to programs and services are required.
- Updated policies, procedures and forms for the Adoptions program to reflect the Integrated Service Management Project.
- Expanded the Intervention Services Program.

Opportunities and Challenges

The 2014-17 planning cycle presents many opportunities and challenges for the Department of Child, Youth and Family Services, and is the first planning cycle wherein all programs, services and staff have transitioned into the department from the Regional Health Authorities. Throughout 2014-15, the department continued its work to further strengthen programs and services for children, youth and families, as well as ensure it remains responsive to client needs. Going forward, the department anticipates encountering the following opportunities and challenges as it works to achieves its goals.

The Department of Child, Youth and Family Services, in consultation with relevant departments and agencies across government, will continue to work with the Office of the Child and Youth Advocate on the request for mandatory reporting by departments and agencies of deaths and critical incidents involving children and youth receiving government services. As the department and the Advocate share a common goal to see the best possible services for protecting, supporting and assisting children and youth, this work presents an opportunity to continue fostering strong partnerships with the Advocate toward this vital outcome.

The department provides protective intervention services to society's most vulnerable population - its children and youth. The Protective Intervention Program serves the largest number of clients for the department and is often the first point of contact for the department when a child is in need of protective intervention. In 2015-16 and beyond, the department is renewing its focus on the Protective Intervention Program to maintain families and provide supports to ensure children can remain in their family home. By focusing on clients in this program, this work presents an opportunity to ensure that families are supported to the fullest extent possible in their healthy development.

In June 2012, the department announced the Continuum of Care Strategy to ensure that children and youth in need of out-of-home placements are supported according to their level of need. The placement of children and youth with complex needs into foster homes and staffed residential placements, remains a challenge, particularly in rural and remote communities.

Finally, the department has been in the process of developing a new client information system through the integrated service management project. The design stage of this project has recently begun and has led the department to better reflect on its current processes. The project presents an opportunity for the department to improve its business processes, therefore, increasing the amount of time staff can spend with clients.

Looking forward, in 2015-16, the department will further realize program transformations in key program areas, and will advance the Continuum of Care Strategy and the new integrated service management system.

Appendix I

Summary of Expenditures and Related Revenue

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2015

		Estimates	
	Actual	Amended	Original
	$	$	$
EXECUTIVE AND SUPPORT SERVICES			
MINISTER'S OFFICE			
CURRENT			
1.1.01. MINISTER'S OFFICE			
01. Salaries	252,844	255,100	235,100
Operating Accounts:			
Employee Benefits	101	5,000	5,000
Transportation and Communications	22,196	50,000	50,000
Supplies	715	10,000	10,000
Purchased Services	425	6,700	6,700
Property, Furnishings and Equipment	232	-	-
02. Operating Accounts	23,669	71,700	71,700
Total: Minister's Office	276,513	326,800	306,800
TOTAL: MINISTER'S OFFICE	276,513	326,800	306,800
GENERAL ADMINISTRATION			
CURRENT			
1.2.01. EXECUTIVE SUPPORT			
01. Salaries	1,094,309	1,199,400	899,400
Operating Accounts:			
Employee Benefits	-	5,000	5,000
Transportation and Communications	25,465	96,400	96,400
Supplies	14,456	30,000	30,000
Professional Services	200	15,000	15,000
Purchased Services	29,300	20,000	20,000
Property, Furnishings and Equipment	2,440	-	-
02. Operating Accounts	71,861	166,400	166,400
Total: Executive Support	1,166,170	1,365,800	1,065,800

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

	Actual	Estimates	
		Amended	Original
	$	$	$
EXECUTIVE AND SUPPORT SERVICES			
GENERAL ADMINISTRATION			
CURRENT			
1.2.02. CORPORATE SERVICES			
01. Salaries	2,305,763	3,017,700	3,637,700
Operating Accounts:			
Employee Benefits	2,329	21,100	21,100
Transportation and Communications	136,883	280,900	280,900
Supplies	47,740	85,900	85,900
Professional Services	-	31,300	31,300
Purchased Services	135,468	231,900	231,900
Property, Furnishings and Equipment	5,540	63,800	63,800
02. Operating Accounts	327,960	714,900	714,900
	2,633,723	3,732,600	4,352,600
02. Revenue - Provincial	(7,934)	-	-
Total: Corporate Services	2,625,789	3,732,600	4,352,600
1.2.03. PROGRAM DEVELOPMENT AND PLANNING			
01. Salaries	1,544,163	1,746,700	1,446,700
Operating Accounts:			
Employee Benefits	6,640	24,000	24,000
Transportation and Communications	35,256	141,300	141,300
Supplies	4,838	50,900	50,900
Professional Services	34,306	442,200	442,200
Purchased Services	89,314	112,000	112,000
Property, Furnishings and Equipment	465	30,000	30,000
02. Operating Accounts	170,819	800,400	800,400
Total: Program Development and Planning	1,714,982	2,547,100	2,247,100
CAPITAL			
1.2.04. ADMINISTRATIVE SUPPORT			
Operating Accounts:			
Property, Furnishings and Equipment	45,227	280,000	280,000
02. Operating Accounts	45,227	280,000	280,000
Total: Administrative Support	45,227	280,000	280,000
TOTAL: GENERAL ADMINISTRATION	5,552,168	7,925,500	7,945,500
TOTAL: EXECUTIVE AND SUPPORT SERVICES	5,828,681	8,252,300	8,252,300

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

		Estimates	
	Actual	Amended	Original
	$	$	$
SERVICE DELIVERY			
REGIONAL SERVICES			
CURRENT			
2.1.01. REGIONAL SERVICES			
01. Salaries	42,538,560	50,446,400	50,446,400
Operating Accounts:			
Employee Benefits	29,779	56,400	56,400
Transportation and Communications	2,144,775	2,397,000	2,397,000
Supplies	391,637	559,400	559,400
Purchased Services	3,766,706	5,654,000	5,654,000
Property, Furnishings and Equipment	165,431	356,000	356,000
02. Operating Accounts	6,498,328	9,022,800	9,022,800
	49,036,888	59,469,200	59,469,200
02. Revenue - Provincial	(600)	-	-
Total: Regional Services	49,036,288	59,469,200	59,469,200
TOTAL: REGIONAL SERVICES	49,036,288	59,469,200	59,469,200
TOTAL: SERVICE DELIVERY	49,036,288	59,469,200	59,469,200
DIRECT CLIENT SERVICES			
DIRECT CLIENT SERVICES			
CURRENT			
3.1.01. DIRECT CLIENT SERVICES			
Operating Accounts:			
09. Allowances and Assistance	50,429,004	55,412,500	72,122,800
10. Grants and Subsidies	32,204,897	32,227,700	15,517,400
	82,633,901	87,640,200	87,640,200
01. Revenue - Federal	(24,305,767)	(13,544,800)	(13,544,800)
02. Revenue - Provincial	(18,566)	-	-
Total: Direct Client Services	58,309,568	74,095,400	74,095,400
TOTAL: DIRECT CLIENT SERVICES	58,309,568	74,095,400	74,095,400
TOTAL: DIRECT CLIENT SERVICES	58,309,568	74,095,400	74,095,400
TOTAL: DEPARTMENT	113,174,537	141,816,900	141,816,900

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

Summary of Gross Expenditure and Unexpended Balances

	$
Original estimates (net)	141,816,900
Add (subtract) transfers of estimates	-
Addback revenue estimates net of transfers	13,544,800
Original estimates of expenditure	155,361,700
Supplementary supply	-
Total Appropriation	155,361,700
Total net expenditure	113,174,537
Add revenue less transfers and statutory payments	24,332,867
Total gross expenditure (budgetary, non-statutory)	137,507,404
Unexpended balance of appropriation	17,854,296

Summary of Cash Payments and Receipts

	Payments	Receipts	Net
	$	$	$
Current Account	137,462,177	24,332,867	113,129,310
Capital Account	45,227	-	45,227
Totals	137,507,404	24,332,867	113,174,537

RACHELLE COCHRANE
Deputy Minister
Child, Youth and Family Services

Appendix II

Strategic Direction

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through Throne and Budget speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action facilitates the integration of planning practices across government and will ensure that all entities are moving forward on key commitments. The direction related to the Department of Child, Youth and Family Services is provided on the following page. The strategic direction is comprised of a number of components, or focus areas. These focus areas are addressed through the various planning processes of the department. As indicated in the following table, some have been addressed in the department's strategic plan while others are addressed in the operational or work planning processes of the department.

1. Strengthened Child, Youth and Family Services

Outcome: Improved programs and services for Child, Youth and Family Services that ensure the safety, health and well-being of children and youth.

Components of Strategic Direction	This Direction is Addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/ divisional work plans of the department
Enhanced policies and procedures for program areas	√		
Further implementation and review of Continuum of Care Strategy	√		
Focus on permanency planning for children in-care and children available for adoption		√	
Enhanced youth services		√	
Increased accountability for service delivery			√
Infrastructure and Information Technology		√	
Collaborative relationships with Aboriginal partners and stakeholders		√	

Further information about the services offered by the
Department of Child, Youth and Family Services
may be obtained from the department's website at: www.gov.nl.ca/cyfs.

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